

82-7158

FILE - OBJECTIVES

21 January 1982

MEMORANDUM FOR: Director of Central Intelligence

THROUGH: Deputy Director of Central Intelligence
Executive Director of Central Intelligence

FROM: James N. Glerum
Director of Personnel

SUBJECT: Office of Personnel - 1982

In response to your request, the principal objectives for the Office of Personnel in 1982 are:

I. Recruitment

With the additional resources made available for recruitment and processing, we believe we can meet the Agency's needs for new employees to offset attrition and reach new ceiling levels. However, our general confidence is not without some specific concerns.

A. Clerical

25X1 Clerical requirements are particularly heavy. (Current need is More than applicants are in process, but that number must be increased substantially to offset the normal loss through security, medical and self-cancellations. We are expanding our clerical recruitment efforts outside of the Washington area and plan broader advertising.

B. Career Trainees

For reasons difficult to determine, we are not producing qualified candidates in the numbers past experience would lead us to expect from given levels of effort. Increased recruitment activity has produced an average of 100 candidates per month, but the 90% loss rate in screening, selection and processing for this highly select group will preclude our meeting 1982 goals without extra effort. During the next six months we will conduct a concentrated nation-wide program supported by a \$75,000 - \$100,000 advertising campaign. The DDO will augment this with a parallel program utilizing part-time annuitants.

25X1

C. Applicant Processing

To maintain our security, medical and quality standards, the Agency's processing system is unavoidably time-consuming. Because of testing, evaluations, selection and investigating requirements, four to ten months may elapse between initial contact with an applicant and entry on duty. To avoid losing good candidates and to ensure that needed replacement or additional talents are added to the Agency's workforce as quickly as possible, we are constantly looking for ways to make improvements in the processing system. These improvements may stem from changes in the system or from application of additional resources where and when needed. Working closely with the Offices of Medical Services and Security we are making additional system modifications designed to accelerate the selection and decision mechanisms and reduce applicant processing time -- particularly for Career Trainees. However, it is clear that both the Offices of Security and Medical Services require additional resources to avoid processing delays. The Office of Security needs additional polygraph operators and the Office of Medical Services needs funds to develop and implement a system for computerized read-out of psychological test results. Acquisition of these additional capabilities could reduce processing time by one to two months.

There also is a need to develop a better relationship among recruitment requirements, authorized ceiling, and long-range occupational staffing. Staffing authorizations often are victims of organizational inertia and lag far behind the dynamic process of shifting intelligence emphases. As a result, the use of the current staffing structure as a basis for levying recruitment requirements can be invalid since it often is reflective of past rather than future needs. We are working this problem with the Directorates and the Comptroller.

II. Agency Pay Study

Phase I, the Overseas Comparability Study, has been completed by our consultants and should be ready for DCI transmittal to the Congress before 1 February. Phase II, the broader study of the Agency's entire pay structure and system, will then begin. This study and the management decisions that will flow from it have exciting and dramatic implications for the manner in which the Agency grades and pays its employees. Our primary objective is to develop a new compensation system which will be more appropriate to the unique nature and needs of an intelligence service and which will facilitate use of the DCI's special authorities to solve special problems. At the same time we hope to deal with a number of specific requirements such as attraction and retention of highly technical skills and a more effective means of recognizing and rewarding clerical performance.

IV. Enhanced Employee Benefits and Allowances

The Intelligence Authorization Act of 1982 contains provisions which significantly expand DCI authorities in the area of employee benefits and allowances. This becomes important at a time when it may become increasingly difficult to attract and retain highly qualified personnel for overseas service. Acts of terrorism, the taking of hostages, normal disruptions of overseas moves, the high cost of living in many foreign areas, and health hazards all combine to dissuade current employees and applicants from seeking foreign assignment. It will be our objective in 1982 to improve the benefits and allowances offered to Agency employees in order to assist our recruitment effort, improve employee morale and to contribute to a reduction in turnover.

/s/ James N. Glerum

James N. Glerum

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